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11 July 1974

MEMORANDUM FOR: Deputy for National Intelligence Officers

SUBJECT: Secretarial/Clerical Personnel Competitive Evaluation

1. The following points were made in the briefing by Panel A to the personnel under the purview of Panel A on the competitive evaluation program.

a. Panel A is established to aid the personnel under its purview, that is provide "dialogue" and understanding between employee and supervisor, and aid in reassignments by providing nominations to AO/DCI for vacancies; and to competitively evaluate all employees in the 'clerical' category under the E Career Service.

b. Panel A will place all personnel under its purview in one of three categories and the list made available to the Executive Secretary. It was stressed that the Panel cannot aid personnel in promotions.

c. Panel A will be made up of personnel under Panel A--"a panel of one's peers." The panel will change annually providing many with the opportunity to serve. For the Competitive Evaluation Listing they will use the Bio Profile and last two fitness reports from the personnel file in conjunction with two new forms created for the CEL.

2. As employees under Panel A, we take exception to the program for the following reasons.

a. Only in the most extreme cases might the CEL Rating Form and the Functions/Skills Form provide "dialogue" between employee and supervisor. We feel that many 'secretaries' have little or no difficulty in communicating with their supervisors. If an employee is reluctant to say 'let's sit down and talk about my performance' when shown a fitness report once a year, that employee will be no less reluctant to ask to talk about ratings not seen. In cases where supervisors are too busy, preoccupied, etc. to communicate periodically with their employees, these forms will not "force" them into it. With respect to aiding employees in reassignments, an improved program of vacancy notice circulation would more than suffice.

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b. "Panel A cannot recommend promotions" was repeatedly stressed in the briefing, however, it is also clear that they can prevent or at the least delay them. Even in the event of a supervisor overriding the recommendation of the Panel's listing (should the employee fall in two of the three categories) a delay has still been created.

c. The "panel of peers," and the two new forms are the major points of the program we find most objectionable. As to the panel of peers:

(1) The 'personnel folder' containing one's life and career history has been a most categorically private file, tightly controlled and reviewed only by current or potential supervisors with a need-to-know. Should many (over a period of time) of our peers know what ratings we have received on our "confidential" fitness reports, and read our 'life in a nutshell'? We think not.

(2) The program asks that employees who don't know each other or the real nature of each other's work to rate each other.

(3) The program asks employees who don't know the raters to take the raters' judgments without being able to evaluate them independently.

As to the forms and their use:

(1) They are an additional burden of time for both employee and supervisor.

(2) But more important, the proposal that the forms be filled in by the supervisor and not shown to or discussed with the employee is a retrograde step, not consistent with Agency's recent decision to allow the employee access to his own personnel file including comments on Fitness Reports made by reviewing officers.

3. In conclusion, we strongly object to such an invasion of privacy, we think the "panel of peers" is not an effective mechanism for comparative evaluation, we think forms which are not to be shown to the employee are a retrograde step, and we ask honestly if a bureaucratic exercise such as this is really worth the time and effort.

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4			
5			
6			

ACTION	DIRECT REPLY	PREPARE REPLY
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Remarks:

Attached is a memorandum submitted to me on 11 July which I want to discuss with both of you at our 12 July meeting. It was signed by nine of the twelve secretaries currently assigned to this Office and thus does reflect views that are widespread and strongly held by these very able ladies without whose continuing support we could not function. After discussing it with you, I have planned to send a copy -- with some comments of my own -- to the Chairman of Career Panel A.

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.

DATE

George A. Carver, Jr.
Deputy to the Director for NIOs

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